

ODP # 0-18

DD/A 80-0069/2

14 FEB 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Don I. Wortman  
Deputy Director for Administration

SUBJECT: FY-80 Goals Program

REFERENCE: Your multi-adse memo dtd 8 Jan 80,  
same subject (ER 80-6036)

Attached are the agenda and progress reports for our  
21 February 1980 second quarter review of the FY 1980 Goals  
Program.

/s/ Don Wortman

Don I. Wortman

Attachments:

- A. Agenda
- B. Goals Progress Reports

Distribution:

- Orig & 1 - DDCI w/atts
- 1 - SA/DDCI [REDACTED] w/atts
- 1 - ER w/atts

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UNCLASSIFIED WHEN SEPARATED  
FROM ATTACHMENTS

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CIA GOALS PROGRAM  
Approved For Release 2001/11/08 : CIA-RDP83T00573R000300070009-6  
DIRECTORATE OF ADMINISTRATION

21 FEBRUARY 1980

AGENDA

Acquire 85,000 square feet of leased space

James H. McDonald  
Director of Logistics

Strengthen the Office of Training Agency-wide  
Policy Coordination Role:

-- Increase acquisition and maintenance  
of foreign language skills of Agency  
employees

Donald E. Smith  
Director of Training

-- Include a specified management  
training segment in the Senior  
Seminar and Midcareer Courses

Donald E. Smith  
Director of Training

Provide timely and responsive support and coordi-  
nation for the accelerated CRAFT concept

Bruce T. Johnson  
Director of Data Processing

Assist in the implementation of the APEX system

[REDACTED]  
Acting Director of Security

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[REDACTED]  
Director of Communications

25X1A

Don I. Wortman  
Deputy Director for  
Administration

Finance Support to DDO Overseas Installations  
(Class A Accounting System)

Edward L. Sherman  
Director of Finance

Develop and Implement an Agency Alcohol Program

Charles A. Bohrer, M.D.  
Director of Medical Services

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While the following goals are not being briefed, progress reports  
have been submitted for review:

Improve Career Service Personnel Planning

- Implement NAPA personnel management reforms
- Develop and implement an FY-80 DDA Affirmative Action Plan  
and Equal Opportunity Plan

Oversee completion of the efforts of the Information Handling Task Force

Work with DDO and DDS&T on assessing administrative problems of our employees  
overseas [REDACTED] and develop policies to address those problems

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DECLASSIFIED BY [REDACTED] ON 14 Feb 2000

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ATTACHMENT B

Approved For Release 2001/11/08 : CIA-RDP83T00573R000300070009-6

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: To acquire 85,000 square feet of leased space

Presenter: James H. McDonald  
Director of Logistics

Milestones: 1 December 1975 - DCI approved request to acquire an additional 85,000 sq. ft. of office space.

12 December 1975 - Agency forwarded request for space to GSA.

9 March 1979 - Administrator of GSA informed DCI that GSA will proceed to acquire space.

Progress to Date: 20 March 1979 - DDCI approved consolidation of OSO and OD&E in the new leased building and that Office of Security be relocated and consolidated in [REDACTED] Building. 25X1A

13 December 1979 - Following GSA formal public solicitations, competitive bidding, and negotiations with responsive lessors, GSA identified successful bidder and delegated leasing authority to the Agency. On the above date, the Agency signed a letter of intent to enter into a lease for an 85,000 sq. ft. building if the facility was constructed and ready for occupancy within 18 months.

27 December 1979 to 27 March 1980 - Ongoing coordination with Agency components and Lessor's architect to coordinate requirements and prepare Agency design for submission to the Lessor.

Issues and Problems: Component projections indicate significant increases in personnel levels and space requirements beyond those of record at time of DDCI approval. Decision required to determine which DDS&T components must remain in other external buildings.

Fiscal year funding requests for the new building are being summarized and identified by OL, OC, OS, and ODP. Such funding requests include yet to be approved unfunded FY-80 requirements, FY-81, and FY-82 funding. OL requirements include \$1.114 million unfunded in FY-80; \$1.6 million in FY-81; and \$604,000 in FY-82. OC, OS, and ODP funding summaries are in process. Funding approvals are necessary.

DERIVATIVE CL BY [REDACTED] 25X1A  
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CIA GOALS PROGRAM

Goal: Increase the acquisition and maintenance of foreign language skills of Agency employees.

Presenter: Donald E. Smith  
Director of Training

Milestones: 1 Oct 1979 - Initiate New Language Incentive Program throughout CIA.

Review and refine Unit Language Requirements (ULRs) by directorate.

LDC assumes responsibility for reporting to DTR on the program.

1 Feb 1980 - LDC report for FY 1979 provides current status and comparison of employees enrolled in language training during the past three years.

1 Jul 1980 - Report on comparison of awards made under the new program with those made in each of three prior years.

1 Jul 1980 - Prepare a fiscal year estimate of costs for maintenance awards.

1 Jul 1980 - Complete development of Recorded Oral Proficiency Examinations (ROPE) in 14 foreign languages.

Quarterly plus two weeks - Report on Language Use Awards (LUAs).

Progress to Date: All four directorates have reviewed and refined individual ULRs; NFAC awards in abeyance pending new review scheduled for completion in February 1980.

Seven languages have been written and recorded under ROPE. Seven others are in progress.

Part-time training sharply increased following implementation of the incentive program. DDO and NFAC show increases of 69 and 85 percent respectively.

Full-time training, current and projected, shows no change as compared with FY 1979.

First quarter FY 1980 - 563 Language Use Awards in effect at a total cost in FY 1980 of \$731,900. If estimated 38 percent fulfillment rate of the 2,225 ULRs is reached, yearly cost would be \$1,108,000.

Issues and Problems: Comptroller has been requested to clarify funding of LUAs. NFAC to complete review of LUAs, using stringent criterion.

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: Include a specified management training segment in the CIA Senior Seminar and Midcareer Courses.

Presenter: Donald E. Smith  
Director of Training

Milestones: 1 Nov 1979 - Increase management training in Nov/Dec Midcareer Course to one full week.

31 Dec 1979 - Evaluate the above and modify for the next Midcareer class.

15 Jan 1980 - Develop a program on leadership and management theory for the January Midcareer Course.

1 Feb 1980 - Negotiate with the American Management Association to put on a one-week management training segment in the March running.

15 May 1980 - Evaluate prior management training segments presented in the last three Midcareer Courses.

15 Dec 1979 - Evaluate the existing management training segment in Senior Seminar for additions or modifications.

15 Apr 1980 - Present the revised package to the 1980 spring running of the Senior Seminar.

Progress to Date: Nov/Dec 1979: Presented a one-week running of management training in the Nov/Dec Midcareer Course that stressed integration of management training into the overall program.

Jan 1980 - A one-week program in leadership and management theory was introduced in the Jan/Feb Midcareer Course.

Feb 1980 - The contract with the AMA has been negotiated.

A review has been conducted of the first week of management training in the last Senior Seminar. We will incorporate much of this in the next running with increased emphasis on management and organizational theory.

Issues and Problems: To do the above, it will be necessary to modify other coverage in order to permit the attention noted here. Although a model will be developed for each course, the application will change from one running to another to adjust to changing resources and requirements, and to permit continuing experiment with subjects and techniques.

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## GOALS AND PROGRESS REPORT

### CIA GOALS PROGRAM

Goal: Provide timely and responsive support and coordination for the accelerated design, development, and implementation schedule for the CRAFT concept. (S)

Presenter: Bruce T. Johnson  
Director of Data Processing (U)

Milestone: Develop concept paper for policymakers that outlines the program and preliminary estimates of the resources needed to bring it into being. (U)

Progress to Date: 7 January 1980 - The DDA noted that an accelerated effort for CRAFT would include communications and data processing DDA resource commitments. (S)

14 January 1980 - Draft of "A Plan for Accelerating the Provision of ADP Support to DO Field Stations" was issued by DDO. (S)

28 January 1980 - C/IMS/DDO informed by D/ODP that DDA would provide knowledgeable officers from OS, OL, OC, and ODP on a full-time basis to work with IMS personnel to develop a concept paper which would replace the 14 January draft. (U)

4 February 1980 - DDO/DDA CRAFT Working Group began development of an interim solution for the CRAFT Project. Target date for completion: 15 February 1980. (S)

6 February 1980 - DDO presented a briefing on CRAFT to EXCOM, drawing upon the preliminary work of the DDO/DDA CRAFT Working Group. The DDCI tasked the Comptroller to evaluate the proposal, its funding needs, and to determine how best to proceed. The ADDO, ADDS&T and ADDA agreed to detail personnel with appropriate technical and managerial skills to serve on an ad hoc review team which is to be organized under the auspices of the Office of the Comptroller. (C)

Issues and Problems: Awaiting the first report of the CRAFT Working Group mentioned above and its review by the Comptroller's team before the initial issues and problems are identified (S)

DERIVATIVE CL BY [REDACTED]  
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CIA GOALS PROGRAM

Goal: Assist in the implementation of the President's decision concerning the APEX system.

Presenter: [REDACTED] STATINTL  
Acting Director of Security

Milestones: 7 Jan 80 - President approved the establishment of the APEX Special Access Control System. The DCI has been designated the Executive Agent for implementation and operation of the APEX system.

10 Jan 80 - The DCI established two implementing mechanisms: (1) A Special Assistant to the DCI for Compartmentation, and (2) An APEX Steering Group, with representatives from participating departments and agencies.

STATINTL 14 Jan 80 - DCI appointed [REDACTED] as Special Assistant to DCI for Compartmentation with [REDACTED] as his Deputy.

Progress to Date: 28 Jan 80 - The Director of Security appointed the Chief, Special Security Center (SSC) as the Office's representative to the APEX Steering Group.

30 Jan 80 - SA/DCI chaired initial meeting on the 4C System, the computerized central access record of APEX approvals. C/SSC was assigned responsibility for 4C requirements. An ODP representative was given engineering responsibility and an OC representative, communications and COMSEC support.

8 Feb 80 - A budget rationale has been completed to defend the \$5 million allocated for the 4C System. These monies are in the RMS budget.

Issues and Problems: The security of this data base, which will not only reflect the identities of those in government and industry involved in our most sophisticated intelligence efforts, but also the identities of certain participating [REDACTED] is an overriding concern, hence the 4C System architecture is driven to dedicated and encrypted lines, a dedicated computer, and all the tamper-proof features that modern computer technology can provide. Progress is being made on identifying computer capacities and the associated costs. A location is being addressed since a vaulted, shielded enclosure is required.

STATINTL

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## GOALS AND PROGRESS REPORT

### CIA GOALS PROGRAM

Goal: Finance Support to DDO Overseas Installation  
(Class A Accounting System)

Presenter: Edward L. Sherman  
Director of Finance

Milestones: Requirements review.  
  
Preliminary design and critical design review.  
  
Programming and testing.

25X1A Installation of first operational Class A system at  
[REDACTED] on test basis, instruction of personnel  
and system implementation.

Installation of first overseas operational Class A  
system, instruction of personnel, and system imple-  
mentation.

Progress to Date: The user requirements were approved 8 February 1980,  
and the critical design review completed and approval  
given for entering the programming stage on 11 February  
1980.

Problems and Issues: Delta Data terminals have been received by Engineering  
Division/ODP. The appropriate software package is not  
yet available. This will result in a delay in the  
completion of system stability testing. We estimate  
mid-March installation of the equipment in Key Building.

Programming and testing is expected to be completed by  
31 July 1980.

25X1A Installation and implementation of a Class A system in  
[REDACTED] is expected by 30 September 1980 with a  
two-month test following appropriate instruction.

Installation and implementation of Class A system at  
an overseas location, expected to be [REDACTED] by 25X1A  
31 January 1981.

25X1A Installations at two other overseas locations, possibly  
[REDACTED], with implementation expected by  
30 April 1981.

DERIVATIVE CL BY [REDACTED] 25X1A  
DECL & REVW ON 8 Feb 2000  
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GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: To develop and implement an Agency Alcohol Program.

Presenter: Charles A. Bohrer, M.D.  
Director of Medical Services

Milestones:

1. Complete development of program guidelines in October 1979.
2. Launch overseas alcoholism education program in January 1980.
3. Complete development of program brochure for employees in June 1980.
4. Obtain three position authorizations and hiring approvals in September 1980 to meet minimum program requirements.

Progress to Date: A. Milestone 1 extended to March 1980. Draft guidelines completed; currently being reviewed by OMS.

B. Milestone 2 complete. On 6 February 1980, [REDACTED] began a seven-week trip to overseas (EA) stations.

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25X1A

Issues and Problems: OMS has analyzed three possible levels of program development. The first level of development provides those services previously offered by the Office of Personnel. The second level provides a minimum program of assistance for alcohol-related problems among Headquarters employees and their immediate families. The third provides an optimum program for the prevention and treatment of alcoholism among all CIA employees and their immediate families. OMS is actively proceeding toward an optimum program as the only means of providing equal program benefits to employees regardless of geographical and organizational differences.

DERIVATIVE CL BY [REDACTED]  
DECLASSIFIED BY [REDACTED] 8 Feb 2000  
DERIVED FROM A9c2.1

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GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: Implement DCI/DDCI approved NAPA personnel management reforms in the DDA Career Service (vacancy notice systems, rotational assignments, advance planning, etc.). Revise career planning materials to be more meaningful (Directorate APP, PDP, Career Profiles, Career System Handbooks).

Presenter: N/A

Milestones: 1 November 1979 - AWP's to be completed for all Office Heads. AWP's to include specific item on career management.

30 January 1980 - AWP's to be completed for senior personnel officers in DDA offices.

Progress to Date: 1 November 1979 - All AWP's were completed for DDA Office Heads with specific goals relating to development of career management mechanisms to ensure that qualified and experienced personnel are available to fill positions at all levels and effectively discharge responsibilities of the office.

14 January 1980 - Requested DDA Office Heads to prepare Advanced Work Plans for the Senior Personnel Officers which will define the role of the personnel officer vis-a-vis the Career Management Officer and the line supervisor. AWP to also cover four functions common to personnel specialists. Requested copy of AWP's to be sent to my office by 30 January 1980.

January 1980 - Appointed DDA/Career Management Officer to Personnel Management Advisory Board to represent me in development of new personnel policies and procedures.

7 January 1980 - Prepared Directorate response to D/PPP&M on Executive Development proposal. Awaiting EXCOM or O/PPP&M guidance regarding next step.

Problems & Issues: We have initiated action on all approved NAPA recommendations for which Agency guidelines have been established. Further Directorate action awaits O/PPP&M instructions implementing other EXCOM approvals.

## GOALS AND PROGRESS REPORT

### CIA GOALS PROGRAM

Goal: Develop and implement an FY 1980 DDA Career Service Affirmative Action Plan and Implement FY 1980 Minority Recruitment Plan.

Presenter: N/A

Milestones: 1 October 1979 - DDA EEO Officer contacted the Director of EEO reference EEOC's reporting requirements for the newly designed Affirmative Action Plan (AAP). The Director, OEEO stated that the AAP was presently in draft form and would not be finalized until some time in December 1979 or January 1980. We continued our recruitment efforts as set forth in FY 1979. The goals we reported as 20-5-2 goals remain as firm goals.

21 January 1980 - D/EEO forwarded to the DDA a finalized copy of EEOC's AAP instructions and a schedule which represents the actions and target dates for Agency implementation of its Plan - 30 September 1980.

Progress to Date: 1 February 1980 - We identified four job categories for AAP reporting: security investigator, applications computer programmer, finance officers, telecommunications specialist.

8 February 1980 - FY 1980 AAP and recruitment plan were finalized and will be presented for DDA-ADDA review 14 February 1980.

Issues and Problems: EEOC's inability to decide on AAP format, procedures, implementation, and reporting dates.

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: Oversee the timely and responsive completion of the efforts of the Information Handling Task Force.

Presenter: N/A

Milestones: 4 August 1979 - Approval of Terms of Reference and Study Plan for the Information Handling Study by EXCOM.

15 December 1979 - Interim progress report to EXCOM.

15 April 80 - Presentation to EXCOM of management options for Information Handling.

15 July 1980 - Final Report to EXCOM.

Progress to Date: 9 January 1980 - Interim progress report to EXCOM identified schedule slippage in the data collection tasks. The Task Force requested and received EXCOM approval to begin developing management alternatives based on draft Information Handling goals.

Issues and Problems: None.

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GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: Work with Operations and Science and Technology Directorates on assessing administrative problems of our employees overseas and in [REDACTED] assignments and develop policies to adequately address these problems. 25X1A

Presenter: N/A

Milestones: Weekly meetings, attended by Support Officers from all of the directorates, are held to provide a forum for surfacing problems and developing solutions and representation is maintained on committees which impact in these areas.

Progress to Date: 1. The Terrorist Threat Assessment Group, disbanded in 1978, was re-established.

25X1A 2. An inequity in the authority to draw temporary quarters allowance in [REDACTED] was corrected to the benefit of all assignees.

25X1A [REDACTED]

4. A system was developed and instituted to permit timely salary payments to newly hired field contract wives.

5. An ad hoc committee concept was introduced into the Administrative Allowance Committee to permit timely resolution of the administrative differences experienced by nonofficial cover personnel worldwide. This committee makes decisionmaking quicker and still involves all the affected offices.

Issues and Problems: On 16 January 1980, representatives from all the directorates were asked to identify administrative differences in the handling and processing of CIA personnel for PCS and TDY overseas assignments. We have begun to develop solutions to those problems. We will begin a study to address a comparison between our procedures and entitlements and those of other agencies.

WARNING NOTICE  
INTELLIGENCE SOURCES  
AND METHODS INVOLVED

DERIVATIVE CL BY [REDACTED]  
☐ DECLASSIFIED ON 13 Feb 2000  
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## ROUTING AND RECORD SHEET

DDA Goals

SUBJECT: (Optional)

STATINTL

FY 80 Goals Program

FROM:

Chief, Management Staff, DDA

EXTENSION

NO.

DD/A 80-0069/2

DATE

15 FEB 1980

STATINTL

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Data Processing

TUBE DX-6

RECEIVED

FORWARDED

2/21

2.

DD

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C/MS

2/21

5.

E2 file

6.

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15.

Attached are the final agenda and progress reports for use during the goals review on 21 February. Unless the schedule changes the session will be held in the DCI Conference Room beginning at 3:00 p.m. Please note in reviewing the agenda that the order of presentation used in the dry run has changed.

If I can answer any last minute questions, please don't hesitate to call.

STATINTL

Attachments:  
A/S

2/21: Location for APEX machine identified in ROUTED and PROBLEMS section, but sure doesn't read like the issue we think it is!

1-4 Session with DDCI went well.